



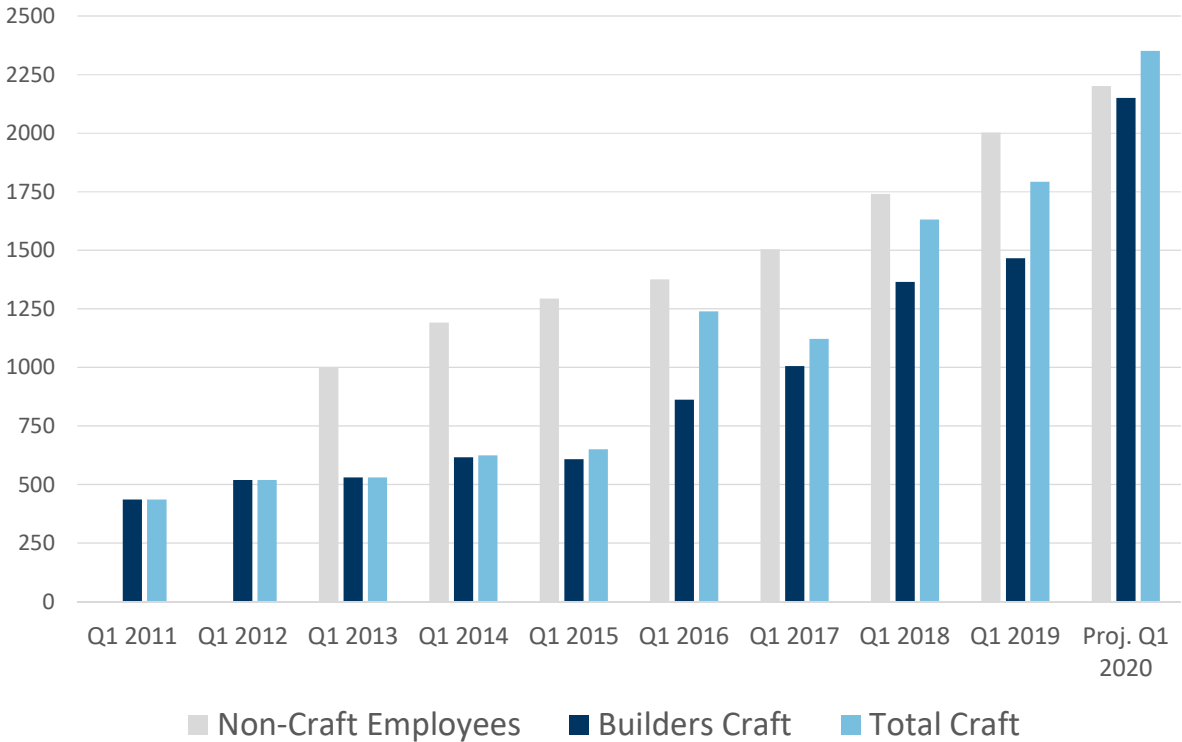
Craft Services

Breaking the Mold

34% Craft Growth

Swinerton Self-Perform Strategy


Over the last 5 years, Swinerton has experienced a 34% increase in craft employee population.



Business Challenges


Swinerton Self-Perform Strategy

FINANCIAL




Labor Productivity
Compliance
Workman's Comp
Drug Testing

LEGAL




Time Tracking
E-Verify
Leave Management
Disciplinary Actions
Employee Relations
Compliance

CULTURAL



Craft Turnover
Craft Engagement
Swinerton
Connection
Commoditization

OPERATIONAL



Drug Testing Delays
Safety
Transactional Delays
Payroll/Missed Time
Rehire Strategy

Craft Services

Vision and Mission

Swinerton provides the best career development opportunities and employee experience for craft in the industry. Swinerton is THE place for craft to start and grow their careers.



ADVOCACY

Be a team of craft advocates focused on delivering a high-quality craft employee experience and retaining strong craft.

PRODUCTIVITY

Enhance labor productivity through strong craft training, development, and engagement programs.

GROWTH

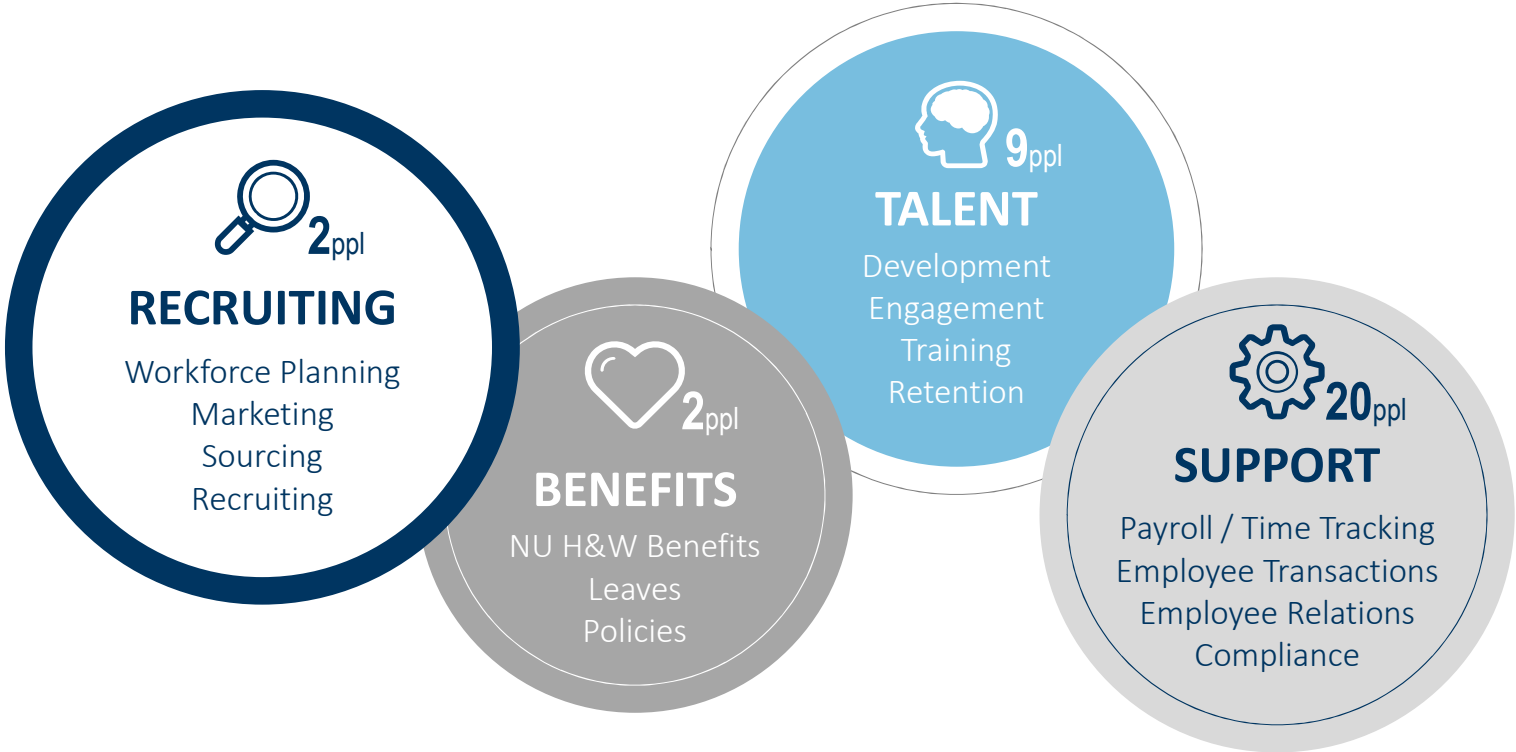
Enable and support Self-Perform growth through best-in-class craft recruiting and talent acquisition.

OPTIMIZATION

Optimize craft processes for ALL involved stakeholders – the craft, operations personnel, and support personnel.

Craft Services Team

Supporting 3,000 Craft and \$600M in Self-Perform Work





Breaking the Mold

Thinking Different

- Balanced Approach to Risk Management
- Dedicated DEPARTMENT Focused Solely on Craft
- Leaned in to the Differentiation of our Employee Population (*Craft and Admin*) to Customize the CRAFT Employee Experience
- Separate Focused Teams: Recruiting, Talent, Benefits, and Support
- Superintendents as Talent Business Partners
- Talent Efforts Focused on Craft FIRST

2018 / 2019 Progress

Business Impacts: Support + Benefits

65%

Reduction in Time to Hire

60%

Reduction in Time to Term

90%

Reduction in Missed Time

40%

Increase in Craft Leave Reporting / Tracking Accuracy

67%

% of Craft Digitally Clocking Themselves In and Out

99.3%

Current Payroll Accuracy (*up from 87%*)

\$1.15M Annual Savings

Transaction Speed, Methodology, and Quality

2018 / 2019 Progress

Business Impacts: Recruiting + Talent

130

Craft Trained in Leadership, Technology, and Business Skills

40%

Craft Recruiting by Craft Services
(1,900 Applicants Screened - 700 Hired)

2

Divisions with Structured Technical Skill Training Programs

155%

Increase in Craft Excellence Awards

5

of Markets with Established Source Relationships

850

Years-of-Service Awards Given at Program Launch

16% Reduction in Turnover

Craft Employee Experience, Training Efforts, and Recruiting Services



Breaking the Mold

Why It Worked

- Awareness: Opened Our Eyes to the Craft Experience
- Mission and Focus: Focused Strengths in a Singular Direction
- Balanced Team: Talent Expertise + Business Acumen + Field Experience (*Credibility*)
- Emphasis on Relationships with Operations and Customer-Service
- Removed Cost Disincentives from Local Overhead as a Barrier to Investment in Craft

Craft Services

2020 Strategies

Craft Services’ top 2020 priorities will be in the areas of Productivity and Advocacy. By the end of 2020, we want to be able to directly link our efforts to labor productivity and field culture improvements.



ADVOCACY

“Stay” interviews, 30/90-Day “check-ins”, increased benefits parity, and increased profit sharing for craft.

PRODUCTIVITY

Comprehensive technical skills training programs, technology training, skills assessments, and mentorship programs.

GROWTH

Enhanced digital marketing, deepening source relationships, and further improvements to recruiting processes.

OPTIMIZATION

Paycard implementation, time tracking improvements, implementation of new dispatching solution, and data analytics.

Desired 2020 Impacts

Driving Business Results

WIN NEW WORK

Our Craft Training and Development Programs Set Us Apart as an Industry Leader Resulting in Procurement of New Work

MEET CURRENT DEMAND

Craft Services Provides and Meets the Needs of 80% of Company Craft Recruiting Resulting in More Effective Workforce Planning

PROFIT VIA PRODUCTIVITY

3-5% Increase in Labor Productivity in Non-Union Offices as a Result of Effective Skills Training and Mentorship Programs

RETAIN OUR BEST

Retention of Greater than 95% of our Core Craft

MEET FUTURE DEMAND

80% of Future Supers Come from Internal Craft Ranks as a Result of Craft Services' Development Programs

INCREASED RETENTION

Increase Craft Retention and Rehiring of Good Craft to Maintain a # of Annual W2s to AVG. Craft Population Ratio of 1.4 to 1.6

Ongoing Challenges

Still Working Through



- Local HR “First Responder” Expertise
- Craft Technical Skills Training Logistics
- Workforce Planning with Operations: Thinking Ahead
- Filling the Craft Services Business Partner Role
- Career Growth for the Craft Services Admin Role
- Clarity of Craft Services Responsibilities with Ops
- Linking Our Efforts Directly to Business Impacts

Craft Services

Breaking the Mold

